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IAS-107/74

13 August 1974

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Move of IAS to Headquarters

1. In the near real-time era, we believe IAS will be driven to provide considerably increased current intelligence support while continuing to provide in-depth photo analysis required by the production offices of the DDI and DDS&T. With continuing limitations on resources, there will thus develop an increased need for managers and analysts of the production offices and the Service to work more closely together. This need seems likely to outweigh our dependence on physical proximity to NPIC, which is diminishing in any event. To utilize our limited resources most effectively and efficiently in this period, and to assure that maximum benefits accrue to the production offices and operational components in the form of responsive, relevant, and focused reporting, serious consideration should be given to moving the Imagery Analysis Service to Headquarters, preferably in FY '76.

2. In supporting intelligence production, we see an end to the formal preliminary assessment on missions, but expect to assess continuously significant current intelligence information derived

25X1 [redacted] Ad hoc requirements will increase and will be in large part time-dominated. Resources available for in-depth analysis will be constantly under pressure from the current sector, so that work undertaken must be sharply focused to meet priority needs. [redacted]

25X1 [redacted] plus improved EDP applications, will enhance our capability to do increasingly sophisticated technical analysis demanding resource expenditures in areas now accomplished by the production offices. We expect the community's increasing interest in economic intelligence will continue to sustain our portion of the Basic Reports program at existing levels, centered as now, on the needs of OER. We believe these activities will demand a degree of communication, coordination and working relationships between the

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managers and analysts of the components concerned which is not achievable as long as IAS remains physically separated from its consumers.

25X1 3. Communication between managers and analysts of Headquarters offices and IAS personnel has at best been less than satisfactory. The secure phone system is an inadequate substitute for face-to-face discussions when trying to meet production office needs. Travel [] is quite inconvenient and will become even more so with the continuing energy shortage and the growing use of car pools. Even now only a small percentage of production office analysts make the effort to visit [] to discuss their needs. Thus as a service organization, we have felt for some time a growing need for closer consultation with those we serve. Recent efforts to undertake joint production planning by the production office with IAS in support have underscored the need for us to be in more frequent and continuous contact with these components. Convenient, daily contact would allow us to provide better support through sharper focus on real needs, avoidance of duplication by joint planning; and more timely, relevant responses.

4. The problems inherent in supporting our customers from a distance is further exacerbated by virtue of our collocation with NPIC. Joint tenancy has blurred in the minds of requester and PI alike the separate and distinct roles and responsibilities of the two organizations, resulting in the general presumption on the part of most of those we deal with that we are a segment of NPIC and that one speaks for the other. This has led to a common failure on the part of Headquarters components to consult and advise which has frequently denied us inputs on matters of vital interest to the operation of IAS--and sometimes the Directorate--and has subsequently affected our ability to plan properly.

5. The prevalent notion that IAS is dependent on NPIC for unique services and, therefore, must remain collocated is no longer true. In the past our dependence on NPIC was centered primarily in four areas: (a) EDP support, (b) film storage and handling, (c) photographic reproduction, and (d) the publication of reports. Today utilization of these services does not require collocation with NPIC.

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a. We make use of NPIC's computer based Installation Data File (IDF), their Real-Time Mensuration Program (RTM), and their Management Information System (MIS). The IDF is now available to remote terminals [] including one in CRS. The RTM could similarly be put on-line to Headquarters, or a magnetic tape could be provided to OJCS for input to their IBM system. Later this year we expect to implement a GIMS-II program being developed by OJCS for our management information data and will then withdraw from NPIC's MIS system.

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b. IAS maintains its own film files and receives new photography directly from the processing site. We retain missions for a two-year period, while NPIC retains their holdings for five. Thus, we occasionally use older NPIC holdings to determine negation dates, but more frequently borrow film for area searches. Repeated coverages in the near real-time era should reduce our need to utilize NPIC holdings, but we would expect some need to continue. As with OBGI, we would utilize courier runs for film delivery.

c. Our photographic reproduction requirements on NPIC principally involve photo enlargements which we request on formal work orders. We would expect this practice to continue, using the daily courier runs for delivery of our orders and the graphic products.

d. Our formal publications are mostly Basic Imagery Interpretation Reports which are not time-sensitive. We would continue to have these printed by NPIC on the same basis as they presently support other customers []

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6. Communication with NPIC photo interpreters is frequent and often by personal contact because of collocation. Personal contact is most often initiated by NPIC generalists seeking substantive answers from IAS specialists, a practice costly to IAS and from which we derive little or no benefit. On the other hand, NPIC interpreters often use the telephone to advise us of new finds in the course of first-phase exploitation which is of value to IAS analysts. Coordination with NPIC is less frequent and usually more formal, occurring mostly at mission assessment time where a member of NPIC is present. Policy coordination

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25X1 is almost always by phone. In the near real-time era, we see an end to the formal assessment and a reduced need for formal coordination [redacted] instead, we see a continuous current assessment, time-dominated, requiring coordination between ourselves, the processing facility, and Headquarters analysts. Proposed video-transmission links for the community would suffice for our contact with NPIC.

25X1 7. In sum, we see pressures for time-dominated intelligence production [redacted] which will strain our limited resources and erode IAS capabilities for in-depth analysis. This situation will require a closer, continuing team effort between the analysts of IAS and the production offices to provide high-quality intelligence information on a time-urgent basis, and to provide proper focus and direction on priority needs requiring in-depth analysis. To accomplish these goals and maximize the effectiveness and efficiency of the limited manpower resources available, we believe that the relocation of IAS to Headquarters will be necessary. I propose that this necessity be recognized in principle, and that planning be inaugurated to achieve this relocation [redacted]

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GEORGE W. ALLEN
Director
Imagery Analysis Service

Distribution:

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1 - IAS/ODIR

25X1 GAllen [redacted] (3Aug74)

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